

**DOD Defense Media Activity**

**For period covering October 1, 2020 to September 30, 2021**

<b>PART A</b> Department or Agency Identifying Information	<b>1. Agency</b>		<b>1.</b> DOD Defense Media Activity	
	<b>1.a</b> 2nd level reporting component			
	<b>2. Address</b>		<b>2.</b> 6700 Taylor Ave	
	<b>3. City, State, Zip Code</b>		<b>3.</b> Fort Meade, MD 20755	
	<b>4. Agency Code</b>	<b>5. FIPS code(s)</b>	<b>4.</b> DD80	<b>5.</b> 29400
<b>PART B</b> Total Employment	<b>1.</b> Enter total number of permanent full-time and part-time employees		<b>1.</b> 486	
	<b>2.</b> Enter total number of temporary employees		<b>2.</b> 165	
	<b>3. TOTAL EMPLOYMENT [add lines B 1 through 2]</b>		<b>4.</b> 651	
<b>PART C</b> Agency Official(s) Responsible For Oversight of EEO Program(s)	<b>Title Type</b>	<b>Name</b>	<b>Title</b>	
	Head of Agency	H.E. Pittman	Acting Director, Defense Media Activity	
	Principal EEO Director/Official	Alicia Harcum	Director, Diversity Management and Equal Opportunity	

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<b>PART D</b> List of Subordinate Components Covered in This Report	<b>Subordinate Component and Location (City/State)</b>	<b>Country</b>	<b>Agency Code</b>
	DOD Defense Media Activity Fort Meade, MD	United States	OTHER
	DOD Defense Media Activity Fort Meade, MD	United States	OTHER
	DOD Defense Media Activity Fort Meade, MD	United States	OTHER
	DOD Defense Media Activity Fort Meade, MD	United States	OTHER
	DOD Defense Media Activity Fort Meade, MD	United States	OTHER
	DOD Defense Media Activity Fort Meade, MD	United States	OTHER

<b>EEOC FORMS and Documents</b>	<b>Required</b>	<b>Uploaded</b>	
EEO Policy Statement	Y	Y	
Anti-Harassment Policy and Procedures	Y	Y	
Reasonable Accommodation Procedure	Y	Y	
Agency Strategic Plan	Y	Y	
Organization Chart	Y	Y	
Personal Assistance Services Procedures	Y	Y	
Alternative Dispute Resolution Procedures	Y	Y	
EEO Strategic Plan	N	N	
Human Capital Strategic Plan	N	N	
Diversity Policy Statement	N	Y	
Federal Equal Opportunity Recruitment Program (FEORP) Report	N	Y	
Disabled Veterans Affirmative Action Program (DVAAP) Report	N	Y	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	N	Y	

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**EXECUTIVE SUMMARY: MISSION**

**Executive Summary FY 2021**

Defense Media Activity (DMA) Mission Statement: DMA is a mass media and training & education organization that creates and distributes Department of Defense (DoD) content across a variety of media platforms to audiences around the world.

DMA serves as a direct line of communication for news and information to U.S. forces worldwide. The agency presents news, information and entertainment on a variety of media platforms, including radio, television, internet, print media, and emerging media technologies. DMA informs millions of active, Guard and Reserve service members, civilian employees, contractors, military retirees and their families in the U.S. and abroad.

DMA's mission provides a broad range of high-quality multimedia products and services to inform, educate, and entertain Department of Defense audiences around the world. As listed in DoD Directive 5105.74, our five mission areas are:

- 1) Provide a wide variety of information products to the entire DoD family (Active, Guard, and Reserve Military Service members, dependents, retirees, DoD civilians, and contract employees) and external audiences through all available media, including: motion and still imagery; print; radio; television; Web and related emerging Internet, mobile, and other communication technologies.
- 2) Communicate messages and themes from senior DoD leaders (Secretary of Defense, Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Military Service Chiefs of Staff, Combatant Commanders), as well as other leaders in the chain-of-command, in order to support and improve quality of life and morale, promote situational awareness, provide timely and immediate force protection information, and sustain readiness.
- 3) Provide U.S. radio and television news, information, and entertainment programming to Active, Guard, and Reserve Military Service members, DoD civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and other authorized users.
- 4) Provide high quality visual information products, including combat camera imagery, etc., throughout the Department of Defense.
- 5) Provide joint education and training for military and civilian personnel in the public affairs, broadcasting, and visual information career fields to meet DoD-wide entry level skills and long-term career development requirements. As a Defense Activity, we recognize, embrace and support the Core Values of each of our military services. The DMA business values drive the way we conduct ourselves as a Defense Field Activity providing common services across DoD to our clients, stakeholders, and worldwide audience. We believe our business values—Dedicated, Agile, Relevant and Trustworthy—define us for the following reasons:

- We must be dedicated to our missions, clients, audiences, stakeholders, and our teammates.
- We – organizationally and individually – must be agile, so that we can be sufficiently flexible, adaptable, timely and responsive to increasingly dynamic demands of our strategic environment. We must be continuous learners as individuals, and as learning organizations at every level.
- We must remain relevant because our work is of a nature that requires us to operate in an information, communications, media and technological environment that is rapidly evolving with an ever accelerating rate of change.
- Finally, with the diversity of our products, we must work as a team, trusting each other, and behaving individually and collectively with honesty and integrity so that we remain a trustworthy media platform and service provider for our audiences. Pursuant to the Equal Employment Opportunity Commission's (EEOC's) Management Directive (MD) 715 guidance, all Federal managers, supervisors, human resource specialists, and EEO officials are held accountable for the effective implementation of a model EEO program.

The Diversity Management and Equal Opportunity office (DMEO) leads and manages the administration of DMA's EEO Program. The DMEO implements workforce analyses and reporting, advises on outreach and retention programs and provides training and communication on EEO and diversity topics. It runs the agency's EEO complaint process (counseling, acceptance, investigation, and compliance), and issues final agency decisions based upon an investigative record or a final order after receiving and/or appealing EEOC administrative decisions. The Director of DMEO serves as the principal policy advisor to the Director and senior leaders on all EEO matters and nondiscrimination statutes, regulations and executive orders that are germane to the organization. The DMEO provides support to approximately 697 Military Members, 462 U.S. Civilians and 52 Foreign Nationals assigned world-wide.

The goal of this report is to assess the progress of the DMA EEO program pursuant to EEOC requirements and to provide feedback to assist DMA in its ongoing efforts to become a model EEO employer.

In FY 2021, DMA's self-assessment against the MD-715's six essential elements identified the following three focus areas as triggers for potential barriers. The first two areas are carry-overs from FY 2020's assessment and the last one replaces the previous trigger (i.e.,

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**EXECUTIVE SUMMARY: MISSION**

Participation Rates for Individuals with Targeted Disabilities in the DMA workforce). They are:

- Participation Rates for Total Females in Senior Positions;
- Participation Rates for Total Females in the DMA workforce;
- Participation Rates for Individuals with Disabilities in the DMA workforce (new)

In FY 2021, DMA met both the 12% and 2% regulatory goals for the number of permanent individuals with disabilities (12.35%) and targeted disabilities (3.29%) in the workforce. However, DMA did have a slight decrease (of 0.04%) from FY 2020 in the number of individuals with disabilities. DMA will continue collaborating with other Department of Defense agencies to learn and develop best practices for recruiting, hiring, advancing and retaining persons with disabilities, and continue brainstorming with our Chief Human Capital Officer to enhance our recruiting efforts of persons with disabilities including targeted disabilities.

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**EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F**

**Summary of Essential Elements Results**

**Essential Element A, Demonstrated Commitment from Agency Leadership**

This element requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity. EEO contact information, complaint procedures and policy statements are posted throughout the buildings and on the DMA internal and external websites. Policy statements are reissued annually or upon assignment of a new agency director. Newly assigned personnel receive the EEO briefing and policy statements from the EEO staff as part of the Newcomers Orientation.

**Essential Element B, Integration of EEO into Agency's Strategic Mission**

This element requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission. EEO is integrated into DMA's strategic mission through interactions between DMEO and line of business leadership. The DMEO Director is involved in all major workforce decisions and has routine access to the Director and senior staff. EEO programs (e.g., Complaints, Alternative Dispute Resolution and Reasonable Accommodation), policies and procedures are available to all employees in writing, as well as verbally during training.

**Essential Element C, Management and Program Accountability**

This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan. DMA supervisors are evaluated on whether they "ensure adherence to EEO principles and promptly address allegations of prohibited discrimination, harassment, and retaliation." The Agency has made great strides toward establishing a culture of accountability. There were no findings of discrimination in Fiscal Year 2021, this was in part due to DMA leadership holding managers accountable to EEO principles. The agency conducted a virtual field audit in FY 2021 due to COVID-19-related travel restrictions.

**Essential Element D, Proactive Prevention of Unlawful Discrimination**

This element requires that the agency head make early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace. DMA is firmly committed to the proactive prevention of unlawful discrimination. DMA demonstrates its commitment through the provision of training to supervisors, managers, and employees. Training for employees, supervisors, and managers continued virtually throughout the pandemic. We enhanced the tracking of human resources data pertaining to individuals with disabilities, including individuals with targeted disabilities. In FY 2021, there was an increase in the number of individuals with Targeted Disabilities, which allowed us to exceed the 2% regulatory goal. We utilized the Disability Recruitment Committee to help target recruitment of persons with disabilities.

**Essential Element E, Efficiency**

This element requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process. DMA evaluates its EEO complaint resolution process to ensure that it is efficient, fair and impartial. The Office of Diversity Management and Equal Opportunity (DMEO) is mandated to report on the agency's informal and formal complaint reduction rates, ADR participation rates, and timeliness of EEO counseling. DMEO processed DMA's complaints timely in FY 2021.

**Essential Element F, Responsiveness and Legal Compliance**

This element requires that federal agencies be in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions. Agency EEO Specialists who are responsible for processing EEO complaints are held accountable for timely compliance and implementation of EEOC orders and settlement agreements through a critical performance element.

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**EXECUTIVE SUMMARY: WORKFORCE ANALYSES**

Summary Analysis of Workforce Profile (Information based on self-reported data)

In FY 2021, DMA's total workforce comprised of 66.05% Males and 33.95% Females, which was a 0.87% increase for Males compared to FY 2020. In FY 2020, DMA's total workforce comprised of 65.18% Males and 34.82% Females. In FY 2021, the population of Males comprised of 4.45% Hispanic/Latino (which was an increase of 1.05% from the 3.40% rated in FY 2020); 48.23% White (which was a decrease of 0.60% from the 48.83% rate in FY 2020); 9.37% Black/African American (which was a 0.18% decrease from 9.55% in FY 2020); 3.07% Asian (which was an increase of 0.95% from the 2.12% rate in FY 2020); 0.31% Native Hawaiian/Other Pacific Islander (which was a decrease of 0.33% from the 0.64% in FY 2020), 0.31% American Indian/Alaska Native (which was a 0.10% increase from 0.21% in FY 2020); and 0.31% Two or more races (which was a 0.11% decrease from the 0.42% in FY 2020).

In FY 2021, the population of Females (total workforce) decreased by 0.87% from 34.82% in FY 2020 to 33.95%. Compared to FY 2020, the population of Females comprised of 2.76% (2.97% in FY 2020-decrease of 0.21%) Hispanic/Latino, 21.81% (21.23% in FY 2020-increase of 0.58%) White, 7.99% (9.34% in FY 2020-decrease of 1.35%) Black/African American, 0.31% (0.21% in FY 2020-increase of 0.40%) Asian, 0% (0.21% in FY 2020-decrease of 0.21%) Native Hawaiian/Other Pacific Islander, 0.31% (0.21% in FY 2020-increase of 0.10%) American Indian/Alaska Native, and 0.46 (0.64% in FY 2020-decrease of 0.18%) Two or more races. Of the total workforce, in FY 2021, 10.75% were persons with disabilities (compared to 12.74% in FY 2020-decrease of 1.99%), and of that 2.92% persons with targeted disabilities (compared to 1.91% in FY 2020). Although there was a decrease in the number of individuals with disabilities; there was an increase in the number of individuals with targeted disabilities.

As compared to Civilian Labor Force (CLF) statistics, the DMA total workforce was still underrepresented by Females overall (33.95% DMA versus 48% CLF), a 0.87% decrease from FY 2020.

In FY 2021, despite slight decreases from FY 2020, DMA continued to have higher than normal distribution in African American in the total workforce (17.36% versus 12.31% CLF) and Native Hawaiian/Pacific Islander (0.31% versus 0.16% CLF). For American Indian/Alaska Native, DMA's rate was 0.62% (0.62% CLF). However, for Hispanics/Latino DMA's rate was 7.21% (12.98% CLF); for Asians, DMA's rate was 3.68% (4.37% CLF) and for individuals of two or more races DMA's rate was 0.77% (2.1% CLF).

Additionally, the rate of Males in DMA continued to be a higher rate (66.04% versus 51.79% CLF), which was increase of 0.87% from FY 2020. White Males make up 48.23% (35.65% CLF) and White Women 21.81% (31.82% CLF).

As in FY 2021, Females were slightly underrepresented in grades GS-13 (32.48%) and GS-14 (32.50%) compared to their composition in the total DMA GS workforce (33.95%). On the other hand, Males made up 67.52% (GS-13) and 67.50% (GS-14) - higher than their total workforce rate (66.05%). At the GS-15, Females made up 23.08% whereas men made up 76.92%. We will continue to analyze our policies, procedures and/or practices to determine if there are any employment barriers for Females in DMA's workforce.

In FY 2021, DMA met both the 12% and 2% regulatory goals for the number of permanent individuals with disabilities (12.35%) and targeted disabilities (3.29%) in the workforce. However, DMA did have a slight decrease (of 0.04%) from FY 2020 in the number of individuals with disabilities. DMA will continue collaborating with other Department of Defense agencies to learn and develop best practices for recruiting, hiring, advancing and retaining persons with disabilities, and continue brainstorming with our Chief Human Capital Officer to enhance our recruiting efforts of persons with disabilities including targeted disabilities.

Lastly, Applicant Flow Data (AFD) was available for the first time in FY 2021, which will allow DMA to delve deeper into the AFD to determine if there are any employment barriers.

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**EXECUTIVE SUMMARY: ACCOMPLISHMENTS**

FY 2021 Objectives and Accomplishments

- Objective: To create internal/external Applicant Flow Data (AFD) pertaining to an applicant's race, sex, national origin, and disability status.
- Accomplishment: The Department of Defense collaborated with the EEOC and Advana Team to develop an Applicant Flow Data (AFD) dashboard. The AFD dashboard has allowed our agency to filter and export USA Staffing AFD that we used to populate many of the MD-715 Excel tables. We will continue to review the data and track for accuracy and trends.
- Objective: Increase the number of individuals with targeted disabilities in the total workforce.
- Accomplishment: Increased the number of individuals with targeted disabilities from 1.96% (FY 2020) to 3.29% (FY 2021-increase of 1.33%). We encouraged employees to complete OPM's SF-256 (Self-Identification of Disability) form.
- Objective: To strengthen the role of the Collateral-Duty EEO Counselors.
- Accomplishment: Created training resources, such as Standard Operating Procedures, Checklist, and other reference materials to assist them with processing informal complaints.
- Objective: To improve DMA's Anti-harassment Program (AHP).
- Accomplishment: Collaborated with key DMA leadership to discuss methods for improving DMA's AHP. We plan to make greater strides in DMA's AHP in FY 2022.

Highlights of DMA's FY 2021 accomplishments: Despite the DMA EEO Office permanent staffing, DMEO was able to meet all EEOC reporting deadlines, provide EEO training to DMA employees, and manage the EEO case processing workloads.

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**EXECUTIVE SUMMARY: PLANNED ACTIVITIES**

**EEO Plan**

To address the disparities, DMEO will continue to work with DMA's Human Resources leadership and staff to create feasible plans to:

- expand recruitment of the groups with low representation rates
- improve retention by investigating the reasons for separation



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**CERTIFICATION of ESTABLISHMENT of CONTINUING  
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

[Redacted] am the  
(Insert Name Above) (Insert official title/series/grade above)

Principal EEO Director/Official for

[Redacted]  
(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

\_\_\_\_\_  
Signature of Principal EEO Director/Official  
Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Agency Head or Agency Head Designee



\_\_\_\_\_  
Date

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Agency Self-Assessment Checklist



Essential Element: A Demonstrated Commitment From agency Leadership

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.1. The agency issues an effective, up-to-date EEO policy statement.				
	A.1.a. Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "Yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	X			In FY 2021, we issued all new policy statements under the new agency head's signature. 3/16/2021
	A.1.b. Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)] If the EEO policy statement covers any additional bases (e.g., marital status, veteran status and political affiliation), please list them in the comments column.	X			Agency EEO policy statement address all protected bases.

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.2. The agency has communicated EEO policies and procedures to all employees.				
A.2.a. Does the agency disseminate the following policies and procedures to all employees:					
A.2.a.1. Anti-harassment policy? [see MD 715, II(A)]					
		X			We updated our policy in May 2022 to make it EEOC-compliant. We are expanding our Anti-harassment procedures and will submit them to the EEOC for compliance review.
A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]					
		X			
A.2.b. Does the agency prominently post the following information throughout the workplace and on its public website:					
A.2.b.1. The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]					
		X			Located at www.dma.mil.
A.2.b.2. Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 CFR §1614.102(b)(5)]					
		X			Located at www.dma.mil.
A.2.b.3. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.					
		X			Located at www.dma.mil.
A.2.c. Does the agency inform its employees about the following topics:					
A.2.c.1. EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often and the means by which such training is delivered.					
		X			Employees are provided information on the ADR Process during on-boarding. They are also provided the information via EEO Training. EEO Training was last conducted August-September 2021. The information is also posted on our internal agency website, which employees can access at any time.

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A.2.c.2. ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.

X

Employees are provided information on the ADR Process during on-boarding. They are also provided the information via EEO Training. EEO Training was last conducted August-September 2021. The information is also posted on our internal agency website, which employees can access at any time.

A.2.c.3. Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.

X

Employees are provided information on the reasonable accommodation program during on-boarding. They are also provided the information via EEO Training. EEO Training was last conducted August-September 2021. The information is also posted on our internal agency website, which employees can access at any time.

A.2.c.4. Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes”, please provide how often.



X

Employees are provided information on the anti-harassment program during on-boarding. They are also provided the information via EEO Training. EEO Training was last conducted August-September 2021. The information is also posted on our internal agency website, which employees can access at any time.

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<p>A.2.c.5. Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR §2635.101(b)] If “yes”, please provide how often.</p>	X		<p>Employees are provided this information during on-boarding. They are also provided the information via EEO Training. EEO Training was last conducted August-September 2021. The information is also posted on our internal agency website, which employees can access at any time.</p>	
<p> <b>Compliance Indicator</b></p> <hr/> <p> <b>Measures</b></p>	<p>A.3. The agency assesses and ensures EEO principles are part of its culture.</p>	<b>Measure Has Been Met</b>		<p><b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b></p>
Yes		No	N/A	
<p>A.3.a. Does the agency provide recognition to employees, supervisors, managers and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If “yes”, provide one or two examples in the comments section. .</p>	X		<p>Support for the Equal Employment Program is a performance standard for all DMA employees. Those whom exceed the standard are marked "Exceeds Standard" as part of their annual performance appraisal.</p>	
<p>A.3.b. Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]'</p>	X		<p>The FY 2021 FEVS was available 11/8/2021 through 12/10/2021. We attached the results in Supporting Documents.</p>	

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Agency Self-Assessment Checklist





Essential Element: B Integration of EEO into the agency's Strategic Mission

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.1. The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.				
	B.1.a. Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	X			
	B.1.a.1. If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.			X	The EEO Director reports to the Agency Head.
	B.1.a.2. Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	X			
	B.1.b. Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	X			
	B.1.c. During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	X			July 2021.
	B.1.d. Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.2. The EEO Director controls all aspects of the EEO program.				
	B.2.a. Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)] If not, identify the office with this authority in the comments column.	X			
	B.2.b. Is the EEO Director responsible for overseeing the completion of EEO counseling? [see 29 CFR §1614.102(c)(4)]	X			
	B.2.c. Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			
	B.2.d. Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			
	B.2.e. Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	X			
	B.2.f. Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	X			
	B.2.g. If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2); (c)(3)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures	B.3. The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Yes	No	N/A	
	B.3.a. Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	X			
	B.3.b. Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	X			In our plan, strategic goals 1 through 4 state that we take care of our people fostering a culture focused on performance, talent and diversity.

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Agency Self-Assessment Checklist





 Compliance Indicator	Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	B.4. The agency has sufficient budget and staffing to support the success of its EEO program.				
	B.4.a. Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:				
	B.4.a.1. to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	X			
	B.4.a.10. to effectively manage its reasonable accommodation program? [see 29 CFR §1614.203(d)(4)(ii)]	X			
	B.4.a.11. to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	X			
	B.4.a.2. to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	X			
	B.4.a.3. to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR §§ 1614.102(c)(5); 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	X			
	B.4.a.4. to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	X			
	B.4.a.5. to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	X			
	B.4.a.6. to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	X			
	B.4.a.7. to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)] If not, please identify the systems with insufficient funding in the comments section.	X			
	B.4.a.8. to effectively administer its special emphasis programs (such as, Federal Women’s Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	X			
	B.4.a.9. to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C. 1]	X			
	B.4.b. Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	X			
	B.4.c. Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	X			
	B.4.d. Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II) (A) of MD-110?	X			
	B.4.e. Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	X			



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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.5. The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills				
	B.5.a. Pursuant to 29 CFR §1614.102(a)(5), have all managers and supervisors received orientation, training, and advice on their responsibilities under the following areas under the agency EEO program:				
	B.5.a.1. EEO complaint process? [see MD-715(II)(B)]	X			
	B.5.a.2. Reasonable Accommodation Procedures? [see 29 CFR § 1614.102(d)(3)]	X			
	B.5.a.3. Anti-harassment policy? [see MD-715(II)(B)]	X			
	B.5.a.4. Supervisory, managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	X			
	B.5.a.5. ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	B.6. The agency involves managers in the implementation of its EEO program.				
	B.6.a. Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	X			
	B.6.b. Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	X			
	B.6.c. When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	X			
	B.6.d. Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR §1614.102(a)(5)]	X			

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Essential Element: C Management and Program Accountability

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.1. The agency conducts regular internal audits of its component and field offices.				
C.1.a. Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.		X			Although DMA's EEO staff routinely visit offsite locations around the world in order to check for possible EEO program deficiencies and ensure compliance, due to the COVID-19 pandemic, we were unable to travel in FY2021, but conducted a virtual assessment in FY 2021. We will participate in assessment in July 2022 and August 2022.
C.1.b. Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.		X			DMA has facilities around the world on various continents. DMEO typically conducts audits of those facilities annually. However, due to the COVID-19 pandemic, we were unable to travel in FY2021, but we conducted one virtual assessment in FY 2021. We will participate in assessment in July 2022 and August 2022.
C.1.c. Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]		X			

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 Compliance Indicator	Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
C.2.a. Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	C.2. The agency has established procedures to prevent all forms of EEO discrimination.	X			We plan to expand our policy and procedures by December 31, 2022.
C.2.a.1. Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]		X			
C.2.a.2. Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]		X			
C.2.a.3. Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]		X			We plan to expand our policy and procedures by December 31, 2022.
C.2.a.4. Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]		X			We plan to expand our policy and procedures by December 31, 2022.
C.2.a.5. Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.		X			
C.2.a.6. Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR §1614.203(d)(2)]		X			
C.2.b. Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR §1614.203(d)(3)]		X			
C.2.b.1. Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR §1614.203(d)(3)(D)]		X			
C.2.b.2. Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]		X			
C.2.b.3. Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR §1614.203(d)(1)(ii)(B)]		X			
C.2.b.4. Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR §1614.203(d)(3)(i)(M)]		X			
C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.		X			

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C.2.c. Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]	X			
C.2.c.1. Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	X			Located at www.dma.mil.





 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.3. The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.				

C.3.a. Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	X			
C.3.b. Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:				
C.3.b.1. Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	X			
C.3.b.2. Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	X			
C.3.b.3. Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	X			
C.3.b.4. Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	X			
C.3.b.5. Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	X			
C.3.b.6. Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	X			
C.3.b.7. Support the EEO program in identifying and removing barriers to equal opportunity?. [see MD-715, II(C)]	X			
C.3.b.8. Support the anti-harassment program in investigating and correcting harassing conduct?. [see Enforcement Guidance, V.C.2]	X			
C.3.b.9. Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	X			
C.3.c. Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	X			
C.3.d. When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.4. The agency ensures effective coordination between its EEO program and Human Resources (HR) program.				
	C.4.a. Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	X			
	C.4.b. Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	X			
	C.4.c. Does the EEO office have timely access to accurate and complete data (e.g., demographic data for the workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	X			
	C.4.d. Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	X			
	C.4.e. Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:				
	C.4.e.1. Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	X			
	C.4.e.2. Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	X			
	C.4.e.3. Develop and/or provide training for managers and employees? [see MD-715, II(C)]	X			
	C.4.e.4. Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	X			
	C.4.e.5. Assist in preparing the MD-715 report? [see MD-715, II(C)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	C.5. Following a finding of discrimination, the agency explores whether it should take a disciplinary action.				
	C.5.a. Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR §1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)]	X			
	C.5.b. When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	X			Zero. In FY 2020, no employees or managers were found to have discriminated against anyone.
	C.5.c. If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct (e.g., post mortem to discuss lessons learned)? [see MD-715, II(C)]	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.6. The EEO office advises managers/supervisors on EEO matters.				
	C.6.a. Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.	X			The EEO office provides update to managers and supervisors via briefings, training, and data reports such as the No FEAR report and the MD-715,
	C.6.b. Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	X			

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Essential Element: D Proactive Prevention

 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
D.1.a. Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]		X			
D.1.b. Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; and/or external special interest groups? [see MD-715 Instructions, Sec. I]		X			
D.1.c. Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR §1614.203(d)(1)(iii)(C)]		X			
 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
D.2.a. Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	D.2. The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	X			
D.2.b. Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]		X			
D.2.c. Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]		X			
D.2.d. Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.		X			Complaint/grievance data; employee climate surveys; anti-harassment program; special emphasis programs; and private discussions with employees.

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 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
	D.3. The agency establishes appropriate action plans to remove identified barriers.				
	D.3.a. Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	X			
	D.3.b. If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	X			
	D.3.c. Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	X			
 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
	D.4. The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.				
	D.4.a. Does the agency post its affirmative action plan on its public website? [see 29 CFR §1614.203(d)(4)] If yes, please provide the internet address in the comments.	X			Located at <a href="http://www.dma.mil">www.dma.mil</a> .
	D.4.b. Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR §1614.203(d)(1)(i)]	X			
	D.4.c. Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR §1614.203(d)(1)(ii)(A)]	X			
	D.4.d. Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR §1614.203(d)(7)(ii)]	X			



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Essential Element: E Efficiency

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.1. The agency maintains an efficient, fair, and impartial complaint resolution process.				
	E.1.a. Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	X			
	E.1.b. Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	X			
	E.1.c. Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	X			
	E.1.d. Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	X			On average, it takes 30 days for acceptance/dismissal letters to be sent after the issuance of the written Counselor Report.
	E.1.e. Does the agency ensure that all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	X			
	E.1.f. Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	X			
	E.1.g. If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	X			
	E.1.h. When the complainant did not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	X			
	E.1.i. Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	X			
	E.1.j. If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	X			DMA utilizes the Investigations and Resolutions Directorate (IRD), Defense Civilian Personnel Advisory Service, Department of Defense, for its investigations. The service is free to DMA. DMEC cannot influence when IRD completes its investigations, but DMEC will hold them accountable for poor work products.

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E.1.k. If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]		X			
E.1.l. Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]		X			
 <b>Compliance Indicator</b>	E.2. The agency has a neutral EEO process.	<b>Measure Has Been Met</b>			<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	N/A	
E.2.a. Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)] If "yes", please explain.		X			DMEQ does not discuss EEO issues or process documents through the General Counsel who is defending the Agency.
E.2.b. When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/ location of the attorney who conducts the legal sufficiency review in the comments column.		X			Contracted third-party legal assistance.
E.2.c. If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]		X			
E.2.d. Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]		X			
E.2.e. If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)]		X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.3. The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.				
E.3.a. Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]		X			
E.3.b. Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]		X			
E.3.c. Does the Agency encourage all employees to use ADR, where ADR is appropriate? [See MD-110, Ch. 3(IV)(C)]		X			
E.3.d. Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]		X			
E.3.e. Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]		X			
E.3.f. Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]		X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.4. The agency has effective and accurate data collection systems in place to evaluate its EEO program.				
E.4.a. Does the agency have systems in place to accurately collect, monitor, and analyze the following data:					
E.4.a.1. Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]		X			However, we are discussing ways to improve the process.
E.4.a.2. The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]		X			
E.4.a.3. Recruitment activities? [see MD-715, II(E)]		X			
E.4.a.4. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]		X			DoD was able to allow us to accomplish this in FY 2021 due to the new Advana application tool.
E.4.a.5. The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]		X			
E.4.a.6. The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]		X			However, we continue discussing ways to streamline the process.
E.4.b. Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]		X			

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For period covering October 1, 2020 to September 30, 2021

Agency Self-Assessment Checklist





 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.5. The agency identifies and disseminates significant trends and best practices in its EEO program.				
E.5.a. Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.		X			DMEO monitors and analyzes agency's EEO trends and briefs Agency Director on any concern(s) that may need additional intervention.
E.5.b. Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.		X			DMEO reviews best practices from other Department of Defense agencies, and determines which practices should be adopted by our office to improve our business processes.
E.5.c. Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]		X			

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For period covering October 1, 2020 to September 30, 2021

Agency Self-Assessment Checklist



Essential Element: F Responsiveness and Legal Compliance

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	F.1. The agency has processes in place to ensure timely and full compliance with EEOC orders and settlement agreements.				
	F.1.a. Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	X			
	F.1.b. Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	X			
	F.1.c. Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	X			
	F.1.d. Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	X			
	F.1.e. When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX) (H)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	F.2.a. Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	X			
	F.2.a.1. When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	X			
	F.2.a.2. When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	X			
	F.2.a.3. When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	X			
	F.2.a.4. Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	X			

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	F.3. The agency reports to EEOC its program efforts and accomplishments.				
F.3.a. Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]		X			We submit the information timely.
F.3.b. Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]		X			We submit the information timely.

Essential Element: O Other



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Plan to Attain Essential Elements

PART H.1

Brief Description of Program Deficiency:	E.4.a.4. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]
--	--

Due to a DoD-wide initiative, we were able to obtain critical FY 2021 Applicant Flow Data from the new Advana tool.

Objectives for EEO Plan

Date Initiated	Target Date	Date Modified	Date Completed	Objective Description
10/01/2021	10/30/2021		12/15/2021	Ensure the applicant flow data is working correctly for reporting FY 2021 data.

Responsible Officials

Title	Name	Standards Address the Plan?
EEO Director	Alicia D. Harcum	Yes

Planned Activities

Target Date	Planned Activity	Sufficient Staffing & Funding?	Modified Date	Completion Date
10/30/2021	DMEO will work with DMA's systems staff to ensure the correct tracking of the Applicant Flow Data into DMEO's EEO system. DMEO worked with DoD's Advana Team to obtain the AFD for the FY 2021 MD-715.	Yes	06/28/2021	12/15/2021

Accomplishments

Fiscal Year	Accomplishment
2021	DMEO worked with DoD to obtain the Applicant Flow Data from the Advana tool. DMA provided AFD information in the FY 2021 Excel Workforce Tables.

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Plan to Eliminate Identified Barriers

PART I1

<b>Source of the Trigger:</b>	Workforce Data (if so identify the table)	
<b>Specific Workforce Data Table:</b>	Workforce Data Table - A4	
<b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b>  Provide a brief narrative describing the condition at issue.  How was the condition recognized as a potential barrier?	Underrepresentation of Females in Senior Positions in total DMA workforce.	
<b>STATEMENT OF BARRIER GROUPS:</b>	<i>Barrier Group</i> All Women	
<b>Barrier Analysis Process Completed?:</b>	N	
<b>Barrier(s) Identified?:</b>	N	
<b>STATEMENT OF IDENTIFIED BARRIER:</b>  Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	<b>Barrier Name</b> Underrepresentation of Females in GS-13 through GS-15 positions	<b>Description of Policy, Procedure, or Practice</b> Analyzed workforce demographics. Although, the policies and procedures are the same, we will determine if there are any concerns with practices that could be potential barriers.

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
10/01/2021	09/30/2023	Yes			Increase the participation rates of Females in GS-13 through GS-15 positions to make it more aligned with the Males in DMA.

Responsible Official(s)

Title	Name	Standards Address The Plan?
Chief Human Capital Officer	Terry Meadows	Yes
EEO Director	Alicia D. Harcum	Yes
Director	Harold E. Pittman	Yes

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Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
10/01/2022	Establish recurring meetings with DMA's HR staff to strategize ways to improve in this identified barrier.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
-------------	-----------------

DOD Defense Media Activity

For period covering October 1, 2020 to September 30, 2021

Plan to Eliminate Identified Barriers

PART I.2

<b>Source of the Trigger:</b>	Workforce Data (if so identify the table)				
<b>Specific Workforce Data Table:</b>	Workforce Data Table - A1				
<b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b>  Provide a brief narrative describing the condition at issue.  How was the condition recognized as a potential barrier?	Underrepresentation of Females in DMA total workforce.				
<b>STATEMENT OF BARRIER GROUPS:</b>	<i>Barrier Group</i> All Women				
<b>Barrier Analysis Process Completed?:</b>	N				
<b>Barrier(s) Identified?:</b>	N				
<b>STATEMENT OF IDENTIFIED BARRIER:</b>  Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	<b>Barrier Name</b>		<b>Description of Policy, Procedure, or Practice</b>		
	Underrepresentation of Females in the DMA Workforce		Analyzed workforce demographics.		
<b>Objective(s) and Dates for EEO Plan</b>					
<b>Date Initiated</b>	<b>Target Date</b>	<b>Sufficient Funding / Staffing?</b>	<b>Date Modified</b>	<b>Date Completed</b>	<b>Objective Description</b>
10/01/2021	09/30/2023	Yes			Increase participation rates of Females in the DMA workforce to reflect the overall participation in the Civilian Labor Force, which is 48%.
<b>Responsible Official(s)</b>					
<b>Title</b>		<b>Name</b>		<b>Standards Address The Plan?</b>	
EEO Director		Alicia D. Harcum		Yes	
Director		Harold E. Pittman		Yes	
Chief Human Capital Officer		Terry Meadows		Yes	

DOD Defense Media Activity

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Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
11/01/2022	Establish recurring meetings with DMA's HR staff to strategize ways to improve in this identified barrier.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
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**MD-715 – Part J  
Special Program Plan  
for the Recruitment, Hiring, Advancement, and  
Retention of Persons with Disabilities**

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their affirmative action plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities.

**Section I: Efforts to Reach Regulatory Goals**

EEOC regulations (29 CFR § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with disabilities and persons with targeted disabilities in the federal government

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If “yes”, describe the trigger(s) in the text box.

- |                               |        |     |
|-------------------------------|--------|-----|
| a.Cluster GS-1 to GS-10 (PWD) | Answer | Yes |
| b.Cluster GS-11 to SES (PWD)  | Answer | Yes |

DMA met the goal of 12%, of its total permanent workforce by having 12.35% PWD, but it was slightly lower than FY 2020 (12.39%). DMA had 2 PWD at Cluster GS-1 through GS-10 (0.41%), and 57 at GS-11 through SES (11.72%). However, we had a significant number of individuals with disabilities at higher grade levels. DMA will continue efforts to increase the number of PWD and PWTD in to total permanent workforce.

\*For GS employees, please use two clusters: GS-1 to GS-10 and GS-11 to SES, as set forth in 29 C.F.R. § 1614.203(d) (7). For all other pay plans, please use the approximate grade clusters that are above or below GS-11 Step 1 in the Washington, DC metropolitan region.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If “yes”, describe the trigger(s) in the text box.

- |                                |        |     |
|--------------------------------|--------|-----|
| a.Cluster GS-1 to GS-10 (PWTD) | Answer | Yes |
| b.Cluster GS-11 to SES (PWTD)  | Answer | No  |

DMA met the 2% goal by having 3.29 % in the total permanent workforce. DMA had 1 PWTD at Cluster GS-1 through GS-10 (0.20%), and 15 at GS-11 through SES (3.08%).

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

DMA's EEO Director communicates the EEOC's PWD and PWTD goals with the Chief Human Capital Officer and staff, as well as to other DMA leadership regarding the need to recruit, hire, advance and retain individuals with disabilities.

**Section II: Model Disability Program**

Pursuant to 29 C.F.R. § 1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

**A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM**

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If “no”, describe the agency’s plan to improve the staffing for the upcoming year.

Answer    Yes

\_\_\_\_\_

2. Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Section 508 Compliance	1	0	0	Wendy Miner Chief Technology and Compliance wendy.d.miner.civ@mail.mil
Architectural Barriers Act Compliance	1	0	0	David Rouse Facility Manager david.a.rouse.civ@mail.mil
Answering questions from the public about hiring authorities that take disability into account	1	0	0	Terry Meadows Chief Human Capital Officer terry.e.meadows.civ@mail.mil
Processing applications from PWD and PWTD	0	0	0	DLA processes DMA applications
Processing reasonable accommodation requests from applicants and employees	1	0	0	Khalilah O. Ameen EEO Specialist khalilah.o.ameen.civ@mail.mil
Special Emphasis Program for PWD and PWTD	1	0	0	Khalilah O. Ameen EEO Specialist khalilah.o.ameen.civ@mail.mil

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes”, describe the training that disability program staff have received. If “no”, describe the training planned for the upcoming year.

Answer Yes

The staff received EEO training which included information on requesting reasonable accommodations, as well as the role of the Disability Program Manager.

**B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM**

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources

Answer Yes

**Section III: Plan to Recruit and Hire Individuals with Disabilities**

Pursuant to 29 C.F.R. §1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency’s recruitment program plan for PWD and PWTD

**A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES**

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

Schedule A; Veterans Recruitment Act; Veterans Employment Opportunity Act; 30 percent or more disabled.

2. Pursuant to 29 C.F.R. §1614.203(a)(3), describe the agency’s use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce

Schedule A; Veterans Recruitment Act; Veterans Employment Opportunity Act; 30 percent or more disabled. DMA has continued targeted recruitment activities and has encouraged hiring managers to make full use of special appointing authorities, such as Schedule A, etc. In 2021, DMA continued to utilize the "Binder list" to match skillsets of those listed with job vacancies. Also, DMA continued to utilize the “Disability Recruitment committee,” that specifically targeted the recruitment of individuals with disabilities, which included veterans. DMA will reach out to educational institutions that attract a large number of individuals with disabilities, such as Gallaudet University.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority; and, (2) forwards the individual’s application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

Defense Logistics Agency (DLA) determines if an applicant is eligible for a special hiring authority, and then forwards the applicant to the DMA hiring official with an explanation of the appointment.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If "yes", describe the type(s) of training and frequency. If "no", describe the agency's plan to provide this training.

Answer Yes

Mandatory training on hiring authorities is included in Human Resources Supervisor Training.

## B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

Describe the agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

DMEQ worked with its Human Resources 's Workforce Recruitment Program (WRP) team to share the EEOC's recommendations from an EEOC Technical Review regarding recruitment efforts for individuals with disabilities.

## C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If "yes", please describe the triggers below.

a. New Hires for Permanent Workforce (PWD) Answer Yes

b. New Hires for Permanent Workforce (PWTD) Answer No

In FY 2021, DMA's new hires for PWD was 8.93% and PWTD was 3.57% .

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for MCO (PWD) Answer Yes

b. New Hires for MCO (PWTD) Answer Yes

FY 2021 is the first time that DMA was able to track this type of data (thanks to the new Advana tool). Based upon the New Hires information provided, in FY 2021, there were 5.83% (qualified PWD) and 2.58% (qualified PWTD), but none were selected. We will continue to analyze this data for trends and accuracy. However, based on the data provided, we do have triggers in this area. We will look for opportunities for improvement by working with the Chief Human Capital Officer and others in leadership positions for options.

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified internal applicants for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Qualified Applicants for MCO (PWD) Answer Yes

b. Qualified Applicants for MCO (PWTD) Answer Yes

FY 2021 is the first time that DMA was able to track this type of data (thanks to the new Advana tool). Based upon the information provided, there were several internal applicants qualified for MCO positions, but none at the rate we need it to be for either PWD or PWTD. We will continue to analyze this data for trends and accuracy. However, based on the data provided, we do have triggers in this area. We will look for opportunities for improvement by working with the Chief Human Capital Officer and others in leadership positions for options.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Promotions for MCO (PWD) Answer Yes

b. Promotions for MCO (PWTD) Answer Yes



FY 2021 is the first time that DMA was able to track this type of data (thanks to the new Advana tool). Based upon the information provided, there are few PWDs and PWTDs qualified or referred, and one PWD and one PWTD selected. We will continue to analyze this data for trends and accuracy. However, based on the data provided, we do have triggers in this area. We will look for opportunities for improvement by working with the Chief Human Capital Officer and others in leadership positions for options.

**Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities**

Pursuant to 29 C.F.R. §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

**A. ADVANCEMENT PROGRAM PLAN**

Describe the agency’s plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

DMA will review it policies, procedures and practices to determine if there are more opportunities for advancement for PWD/PWTD. We will collaborate with other agencies to consider options for providing PWD/PWTD with additional career development opportunities.

**B. CAREER DEVELOPMENT OPPORTUNITES**

1. Please describe the career development opportunities that the agency provides to its employees.

In FY 2021, DMA offered the Workforce Development Mentoring Program, Centralized Rotation Program (CRP) and DMA Leads Program for all DMA employees. The Mentoring and CRP (detail) programs are non-competitive. We will continue to work to obtain more workforce data on our career development opportunities.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (#)	Selectees (#)	Applicants (#)	Selectees (#)
Internship Programs						
Fellowship Programs						
Coaching Programs						
Training Programs						
Other Career Development Programs	14	12				
Mentoring Programs	21	21				
Detail Programs	13	13				

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Applicants (PWD) Answer N/A
- b. Selections (PWD) Answer N/A

Unfortunately, this workforce data was not fully implemented for FY 2021. DMA is still working with DLA HR Reports Team and DMA Software Solutions team to track this type of data completely and accurately.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Applicants (PWTD) Answer N/A
- b. Selections (PWTD) Answer N/A

Unfortunately, this workforce data was not fully implemented for FY 2021. DMA is still working with DLA HR Reports Team and DMA Software Solutions team to track this type of data completely and accurately.

### C. AWARDS

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.

a. Awards, Bonuses, & Incentives (PWD)	Answer	No
b. Awards, Bonuses, & Incentives (PWTD)	Answer	No

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2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes”, please describe the trigger(s) in the text box.

a. Pay Increases (PWD)	Answer	No
b. Pay Increases (PWTD)	Answer	No

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3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

a. Other Types of Recognition (PWD)	Answer	No
b. Other Types of Recognition (PWTD)	Answer	No

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### D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES		
i. Qualified Internal Applicants (PWD)	Answer	Yes
ii. Internal Selections (PWD)	Answer	Yes
b. Grade GS-15		
i. Qualified Internal Applicants (PWD)	Answer	Yes
ii. Internal Selections (PWD)	Answer	Yes
c. Grade GS-14		
i. Qualified Internal Applicants (PWD)	Answer	Yes
ii. Internal Selections (PWD)	Answer	Yes
d. Grade GS-13		
i. Qualified Internal Applicants (PWD)	Answer	Yes
ii. Internal Selections (PWD)	Answer	Yes

FY 2021 is the first time that DMA was able to track this type of data (thanks to the new Advana tool). Based upon the information provided, there are some instances in which the agency is meeting the 12% goal for PWD and some where we are not meeting the goal. We will continue to analyze this data for trends and accuracy. However, based on the data provided, we do have triggers in this area. We will look for opportunities for improvement by working with the Chief Human Capital Officer and others in leadership positions for options.

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES		
i. Qualified Internal Applicants (PWTD)	Answer	Yes
ii. Internal Selections (PWTD)	Answer	Yes

- b. Grade GS-15
  - i. Qualified Internal Applicants (PWTD) Answer Yes
  - ii. Internal Selections (PWTD) Answer Yes
- c. Grade GS-14
  - i. Qualified Internal Applicants (PWTD) Answer Yes
  - ii. Internal Selections (PWTD) Answer Yes
- d. Grade GS-13
  - i. Qualified Internal Applicants (PWTD) Answer Yes
  - ii. Internal Selections (PWTD) Answer Yes

FY 2021 is the first time that DMA was able to track this type of data (thanks to the new Advana tool). Based upon the information provided, there are some instances in which the agency is meeting the 2% goal for PWTD and some where we are not meeting the goal. We will continue to analyze this data for trends and accuracy. However, based on the data provided, we do have triggers in this area. We will look for opportunities for improvement by working with the Chief Human Capital Officer and others in leadership positions for options.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires to SES (PWD) Answer Yes
- b. New Hires to GS-15 (PWD) Answer Yes
- c. New Hires to GS-14 (PWD) Answer Yes
- d. New Hires to GS-13 (PWD) Answer Yes

FY 2021 is the first time that DMA was able to track this type of data (thanks to the new Advana tool). Based upon the information provided, there are some instances in which the agency is meeting the 12% PWD goal and some where we are not meeting the goal. We will continue to analyze this data for trends. However, based on the data provided, we do have triggers in this area. We will look for opportunities for improvement by working with the Chief Human Capital Officer and others in leadership positions for options.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires to SES (PWTD) Answer Yes
- b. New Hires to GS-15 (PWTD) Answer Yes
- c. New Hires to GS-14 (PWTD) Answer Yes
- d. New Hires to GS-13 (PWTD) Answer Yes

FY 2021 is the first time that DMA was able to track this type of data (thanks to the new Advana tool). Based upon the information provided, there are some instances in which the agency is meeting the 2% PWTD goal and some where we are not meeting the goal. We will continue to analyze this data for trends. However, based on the data provided, we do have triggers in this area. We will look for opportunities for improvement by working with the Chief Human Capital Officer and others in leadership positions for options.

5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Executives
  - i. Qualified Internal Applicants (PWD) Answer Yes
  - ii. Internal Selections (PWD) Answer Yes
- b. Managers

i. Qualified Internal Applicants (PWD)	Answer	Yes
ii. Internal Selections (PWD)	Answer	Yes
c. Supervisors		
i. Qualified Internal Applicants (PWD)	Answer	Yes
ii. Internal Selections (PWD)	Answer	Yes

FY 2021 is the first time that DMA was able to track this type of data (thanks to the new Advana tool). Based upon the information provided, there are some instances in which the agency is meeting the 12% PWD goal and some where we are not meeting the goal. We will continue to analyze this data for trends. However, based on the data provided, we do have triggers in this area. We will look for opportunities for improvement by working with the Chief Human Capital Officer and others in leadership positions for options.

6. Does your agency have a trigger involving PWTB among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives		
i. Qualified Internal Applicants (PWTB)	Answer	Yes
ii. Internal Selections (PWTB)	Answer	Yes
b. Managers		
i. Qualified Internal Applicants (PWTB)	Answer	Yes
ii. Internal Selections (PWTB)	Answer	Yes
c. Supervisors		
i. Qualified Internal Applicants (PWTB)	Answer	Yes
ii. Internal Selections (PWTB)	Answer	Yes

FY 2021 is the first time that DMA was able to track this type of data (thanks to the new Advana tool). Based upon the information provided, there are some instances in which the agency is meeting the 2% PWTB goal and some where we are not meeting the goal. We will continue to analyze this data for trends. However, based on the data provided, we do have triggers in this area. We will look for opportunities for improvement by working with the Chief Human Capital Officer and others in leadership positions for options.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWD)	Answer	Yes
b. New Hires for Managers (PWD)	Answer	Yes
c. New Hires for Supervisors (PWD)	Answer	Yes

FY 2021 is the first time that DMA was able to track this type of data (thanks to the new Advana tool). Based upon the information provided, there are some instances in which the agency is meeting the 12% PWD goal and some where we are not meeting the goal. We will continue to analyze this data for trends. However, based on the data provided, we do have triggers in this area. We will look for opportunities for improvement by working with the Chief Human Capital Officer and others in leadership positions for options.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTB among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWTB)	Answer	Yes
b. New Hires for Managers (PWTB)	Answer	Yes
c. New Hires for Supervisors (PWTB)	Answer	Yes

FY 2021 is the first time that DMA was able to track this type of data (thanks to the new Advana tool). Based upon the information provided, there are some instances in which the agency is meeting the 2% PWTD goal and some where we are not meeting the goal. We will continue to analyze this data for trends. However, based on the data provided, we do have triggers in this area. We will look for opportunities for improvement by working with the Chief Human Capital Officer and others in leadership positions for options.

## Section V: Plan to Improve Retention of Persons with Disabilities

To be model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace assistance services.

### A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 CFR § 213.3102(u)(6)(i))? If “no”, please explain why the agency did not convert all eligible Schedule A employees.

Answer No

DMA did not have any Schedule A employees to convert.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWD)

Answer No

b. Involuntary Separations (PWD)

Answer No

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWTD)

Answer No

b. Involuntary Separations (PWTD)

Answer No

In FY 2021, we successfully added the disability-related questions to DMA's Exit Interview Survey to include questions pertaining to the improvement of recruitment, hiring, inclusion, retention, and advancement of PWD.

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

N/A

### B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 29 CFR § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

The internet address is [www.dma.mil](http://www.dma.mil).

2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

The internet address is <https://www.dma.mil/about-dma/special-staff/diversity-management-and-equal-opportunity>.

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

In FY 2021, DMA began collaborating with the Department of Defense's Office of Diversity, Equity and Inclusion (ODEI) and other appropriate offices to address barrier analysis concerns for employees with disabilities, including targeted disabilities.

### C. REASONABLE ACCOMMODATION PROGRAM

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

The average time frame was 22 days for approval.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

DMA's reasonable accommodation requests have been timely processed, and no complaints were filed regarding our process. All incoming employees received a briefing on reasonable accommodation policies and procedures.

## D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE

Pursuant to 29 CFR §1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

DMA's Personal Assistance Services (PAS) policies and procedures are posted on the agency's website. We did not receive any PAS requests in FY 2021.

## Section VI: EEO Complaint and Findings Data

### A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?

Answer No

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Answer No

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

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### B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Answer No

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Answer No

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

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## Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTDD?

Answer Yes

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTDD?

Answer Yes

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments

<b>Source of the Trigger:</b>	Workforce Data (if so identify the table)
<b>Specific Workforce Data Table:</b>	Workforce Data Table - B1
<b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b>  Provide a brief narrative describing the condition at issue.  How was the condition recognized as a potential barrier?	Slight decrease in the number of individuals with disabilities in the permanent workforce. Decrease of 0.04% from FY 2020 (12.39%) to FY 2021 (12.35%). We need to monitor this downward change to avoid missing this 12% goal in future FYs.

<b>STATEMENT OF BARRIER GROUPS:</b>	<i>Barrier Group</i> People with Disabilities
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<b>Barrier Analysis Process Completed?:</b>	Y
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<b>Barrier(s) Identified?:</b>	Y
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<b>STATEMENT OF IDENTIFIED BARRIER:</b>  Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	<b>Barrier Name</b>	<b>Description of Policy, Procedure, or Practice</b>
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**Objective(s) and Dates for EEO Plan**

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
07/01/2022	09/30/2024	Yes			Ensure that DMA at least maintains the 12% regulatory goal and move towards exceeding the goal beyond 13%.

**Responsible Official(s)**

Title	Name	Standards Address The Plan?
EEO Director	Alicia D. Harcum	Yes
Agency Director	Harold E. Pittman	Yes
CHCO Director	Terry Meadows	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
01/01/2023	DMA will review the recruitment and selection processes for new hires.	Yes		
03/01/2023	DMA will conduct extensive review Exit Surveys.	Yes		

**Report of Accomplishments**

Fiscal Year	Accomplishments
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4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

Due to continued FY 2021 COVID-19 restrictions and other workload priorities during the period of maximum telework, we were unable to host a PWTD/PWD Open House/Hiring event to recruit individuals with targeted disabilities. We will resume this event when socially appropriate and funding available to conduct virtually. We will revisit the activities listed in the previous AAPs per the following: 1) Use of details and special job assignments for additional career development opportunities for PWD/PWTD. 2) Review the recruitment and selection processes for new hires and promotions for all Mission-Critical Occupations, with the exception of the 0856, 1001, and 1084 series. 3) Conduct focus groups with PWTDs to discuss their career advancement opportunities with the agency.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

In 2021, DMA continued to utilize the "Disability Recruitment committee," that specifically targeted the recruitment of individuals with disabilities, which included veterans and other Direct Hiring methods. We have Applicant Flow Data in place and will carefully review the FY 2021 for accuracy and trends. Our MD-715 report for FY 2021 includes initial the Applicant Flow Data received from DoD new Advana tool. We also plan to collaborate with our Human Resources staff to develop a more efficient way of tracking Schedule A employees.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

As mentioned previously, DMA will revisit the planned activities listed in previous AAPs to ensure we do not lose sight of our plans. We informed our Workforce Recruitment Team of the EEOC's recommendation of expanding contacts with disability organizations to include the American Job Centers, State Vocational Rehabilitation Agencies, Centers for Independent Living, and Employment Network Service providers in order to recruit more PWD/PWTD. In addition, DMA will incorporate the EEOC's recommendations from a Technical Visit to ensure we use EEO complaint data, EEO grievance data, surveys and anecdotal information from disability organizations when conducting the agency's barrier analysis. Lastly, we will continue collaborating with other Department of Defense agencies to assist with our barrier analysis efforts.